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10-7-2020

## Change Management: Increasing the Odds of Adoption

Travis McNeal

*University of Arkansas, Fayetteville*

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October 7, 2020

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BUSINESS SKILLS TO  
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10 GRADUATE COURSES:  
• 4 REQUIRED  
• 3 ENGINEERING  
SEQUENCE &  
• 3 ELECTIVES

ABET Accredited Bachelor Degree in Engineering Required



UNIVERSITY OF  
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Industrial Engineering

## M.S in Engineering

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BROADEN ENGINEERING  
& MANAGERIAL  
KNOWLEDGE BASE  
WHLE DEVELOPING  
ADDITIONAL EXPERTISE





100% ONLINE  
FIVE 8-WEEK SESSIONS  
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Please save all questions until the end of the presentation and be typed in the chat box.

Please do not use the “Raise Hand” feature in this session.

This session is being recorded and will be posted across multiple mediums.



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# TODAY'S PRESENTER

## *Travis McNeal*

Travis has led the change management efforts for numerous transformation efforts several Fortune 50 companies (Walmart, Chevron, CN Rail, PPT, Cigna etc.).

Some of these transformations Travis has led have been in Supply Chain, HR Modernization, Reliability Improvement, Maintenance Transformations and more.

M.S. Operations Management Adjunct Instructor

Human Resources

Organizing for Change



# Change Management | Increasing The Odds Of Adoption

Travis McNeal

<https://www.linkedin.com/in/travismcneal/>

## Objective

Equip you with tools and ingredients which will increase the odds end user adoption

## Agenda

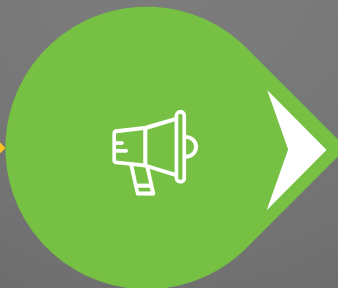
Successful Change  
Management



Change  
Management vs.  
Leadership



Key Ingredients



The Behavior  
Equation



Wrap Up





# A Change In Culture





# The Commitment Curve



# The New Culture



January 1

365 Days

# Successful Project Management

- On time
- On budget
- Technical objectives met



**Installation**

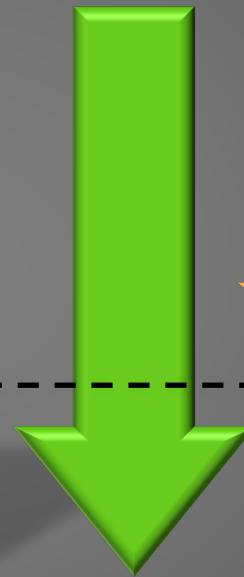
**Go-Live**



# Successful Change Management

- On time
- On budget
- Technical objectives met

- People behave differently
- We see business benefits



**Installation**

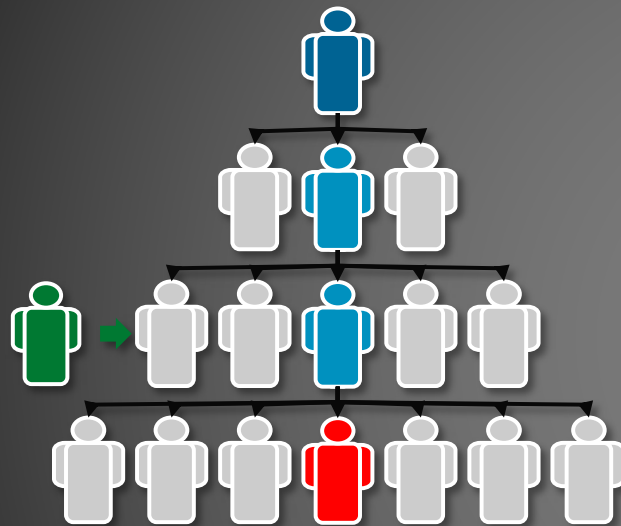
**Go-Live**

**Implementation**

**Success**

*Programs / Projects are adopted quickly and permanently with minimal disruption to associates and the business*

# Leading Change: The Sponsorship Spine



A Sponsor is **not** an appointment

Effective **Sponsorship** can be learned



Associate

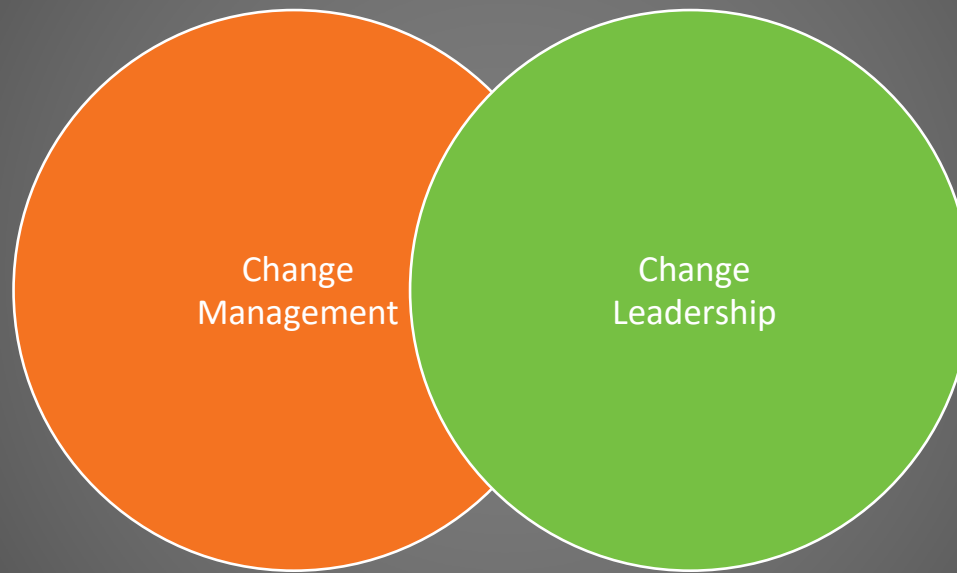


Change  
Agent



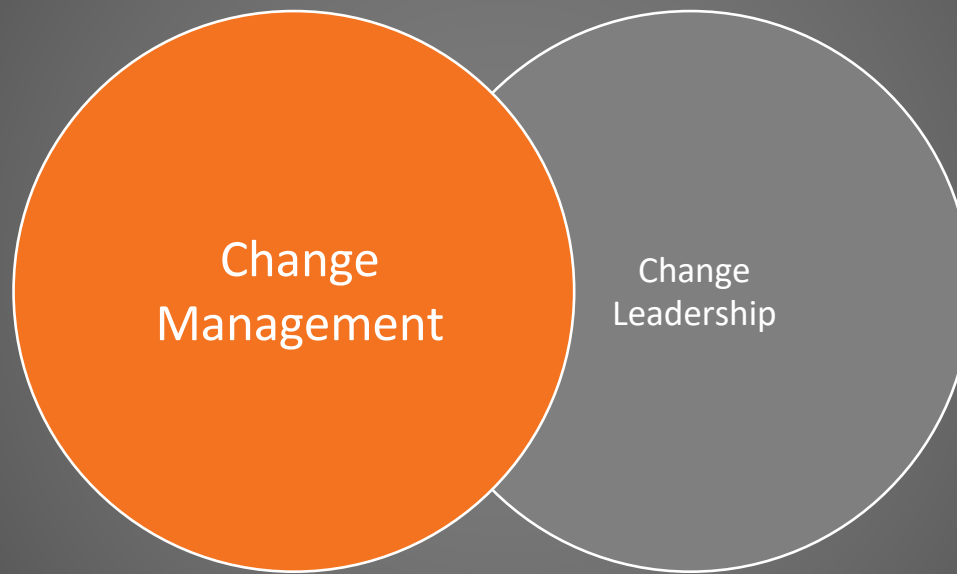
Change  
Leaders

# You Need Both





# Focus For Today



# Common Change Management Elements

Sponsorship      Resistance      Burning Platform

Guiding Coalition      Buy-In

Change Curve      Impacts      Training

Motivation

Stakeholder Engagement      Desire      Readiness

WIFFM      Engagement

# Making Sense of All This...

Sponsorship

Resistance

Burning Platform

Guiding Coalition

Training

Change Curve

Readiness

Stakeholder  
Engagement



WIFFM

Engagement

# The Behavior Equation

$$\mathbf{D} \times \mathbf{C} \times \mathbf{O} \times \mathbf{M} = \mathbf{B}$$

Direction



Do they know why it's important, how often, what behaviors, etc?

Capability



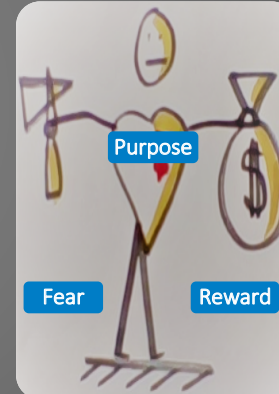
Do they have the skills, competencies, understanding?

Opportunity



Do they have time, the right tools, the right data, authority, etc.

Motivation



What are the incentives that promote or inhibit adoption

Behavior



Source: CLG ®

# Direction: Communicating

*You should listen to Keith Jarrett's 1975 Colon Concert because...*

A

1. It is listed on the 1001 albums to listen to before you die
2. It is the #1 Selling Piano Album of all time
3. It is the #1 selling solo Jazz Album of all time

B

1. He almost didn't play the concert, because the piano was **terrible**
2. A 17 year old girl convinced him to stay and perform (15 minutes before it started)
3. He agreed to play (and have it recorded) to serve as a warning to other concert producers when he isn't given a good piano

# Direction: What To Communicate



What's Changing and What's Not?

Why are we doing this and why now?



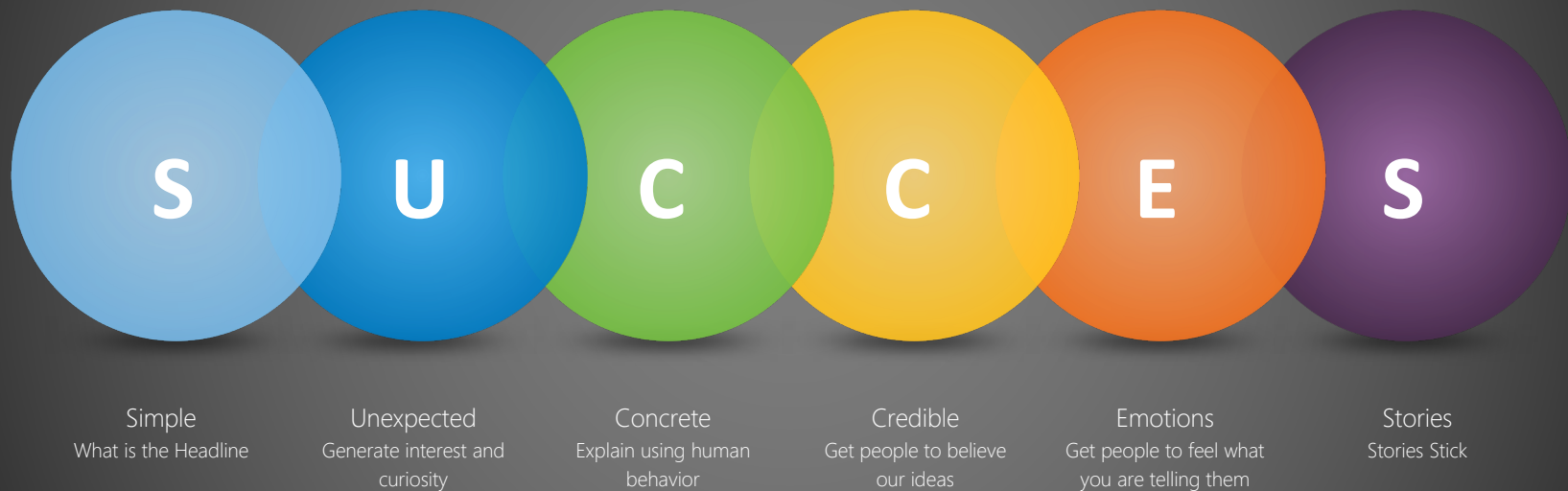
How Does This Impact Me?

What's the plan, and what's next?



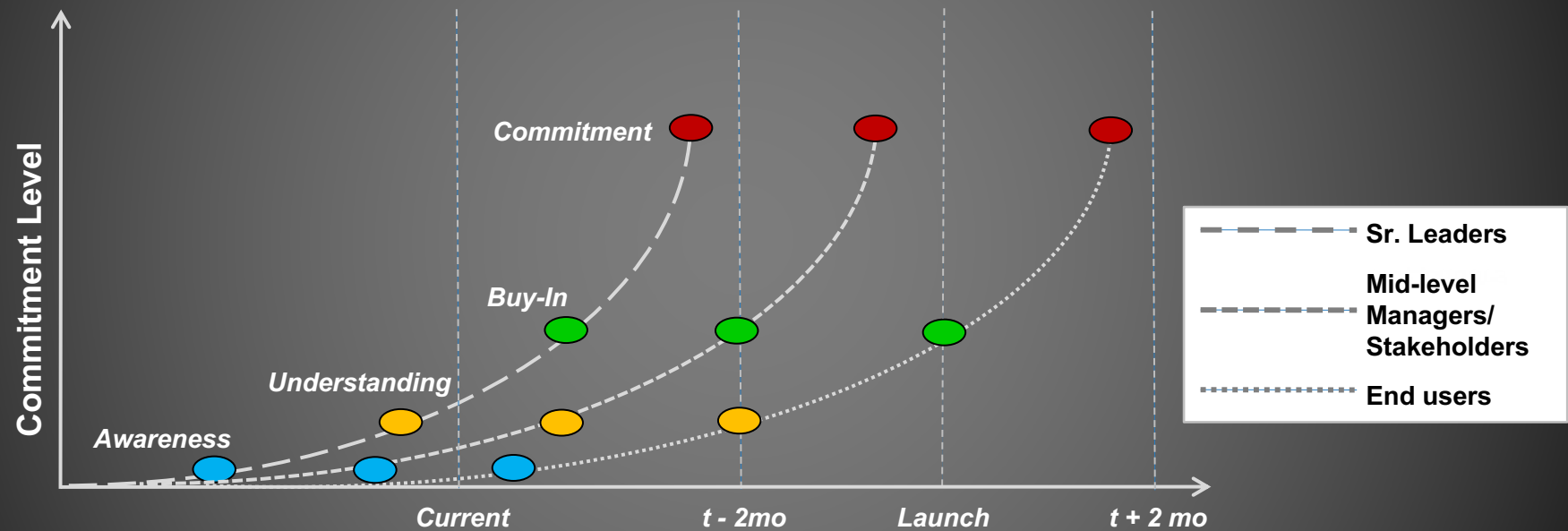


# Direction: Communicating Effectively



\*Source: Made to Stick – Chip and Dan Heath

# The Communication Sequence Matters



# Capability

$$\checkmark \text{D} \times \text{C} \times \text{O} \times \text{M} = \text{B}$$

Direction      Capability      Opportunity      Motivation      Behavior



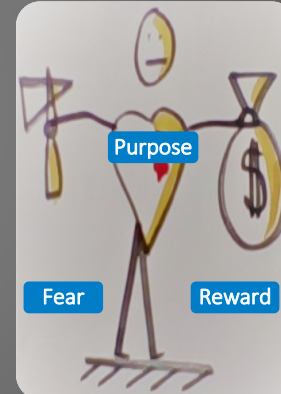
Do they know why it's important, how often, what behaviors, etc?



Do they have the skills, competencies, understanding?



Do they have time, the right tools, the right data, authority, etc.



What are the incentives that promote or inhibit adoption



Source: CLG ®

# Capability: Building Job Related Skills



**New Policies**



**New Machinery**



**New Technology**



**New Processes**

**1**

Instructor Led

**2**

Computer Based Learning

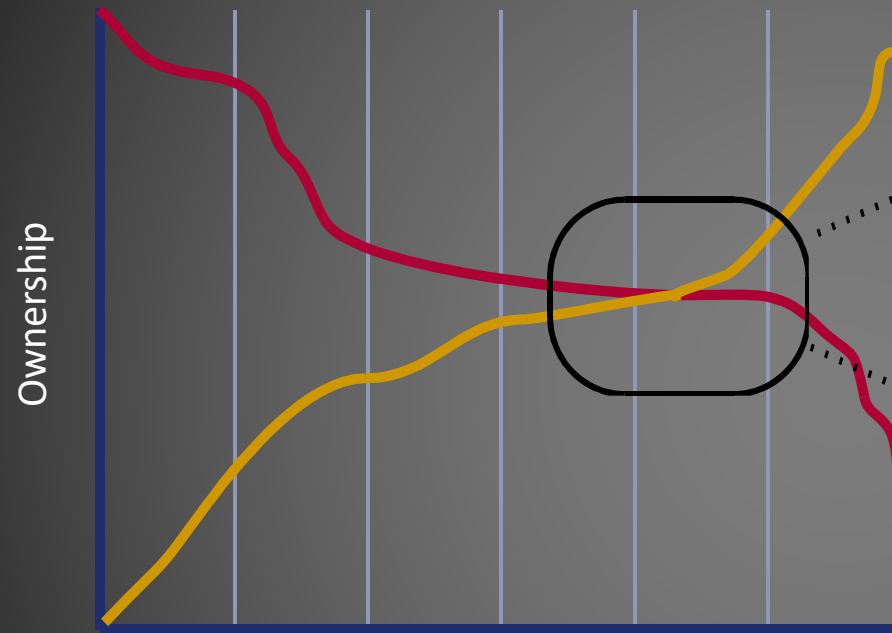
**3**

Quick Reference

**4**

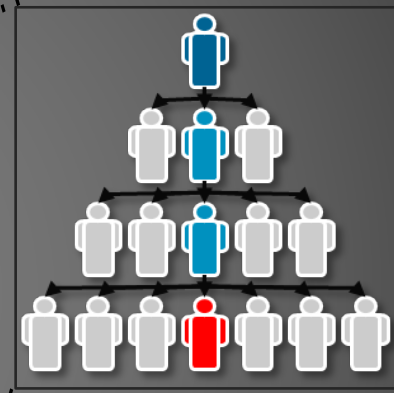
Videos

# Capability: Building Soft Skills



Project Team

Business Leaders



## Soft Skills

- 1 Effective Feedback
- 2 Communication
- 3 Asking Questions
- 4 Listening



# Opportunity

$$\checkmark \text{D} \times \checkmark \text{C} \times \text{O} \times \text{M} = \text{B}$$

Direction      Capability      Opportunity      Motivation      Behavior



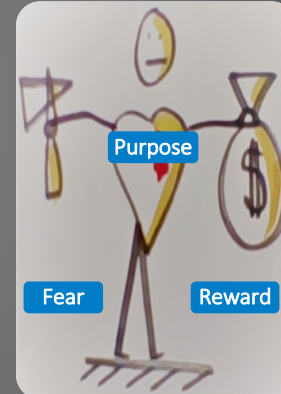
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What are the incentives that promote or inhibit adoption



Source: CLG ®



# Opportunity

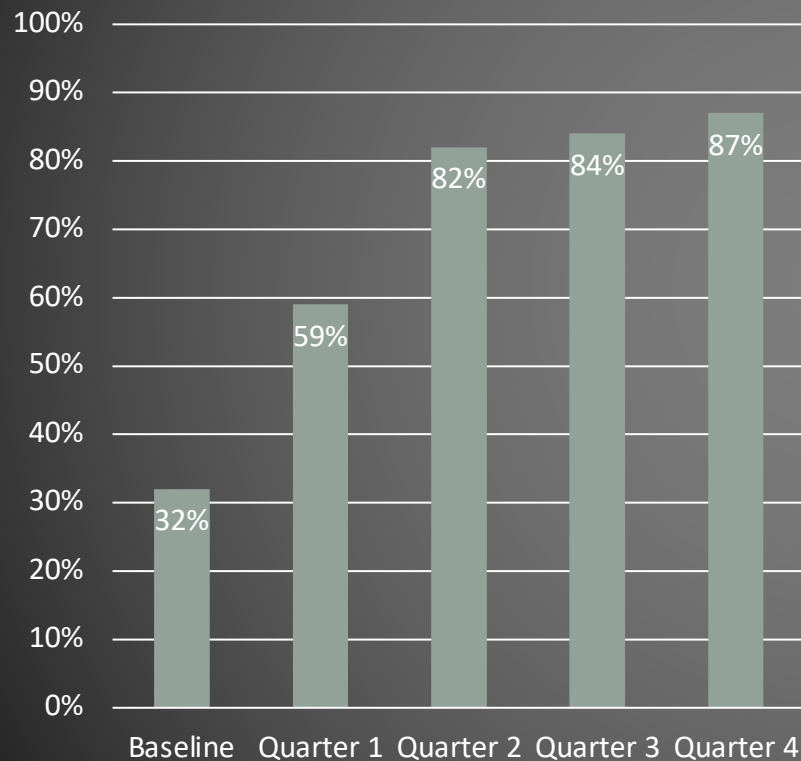
Do employees and managers have...

- Adequate **time**?
- Needed **tools**?
- Appropriate **technology**?
- Necessary **authority**?
- Sufficient **people**?
- Solid **processes**?
- Relevant **information**?
- Necessary **materials**?
- Sufficient **money/budget**?

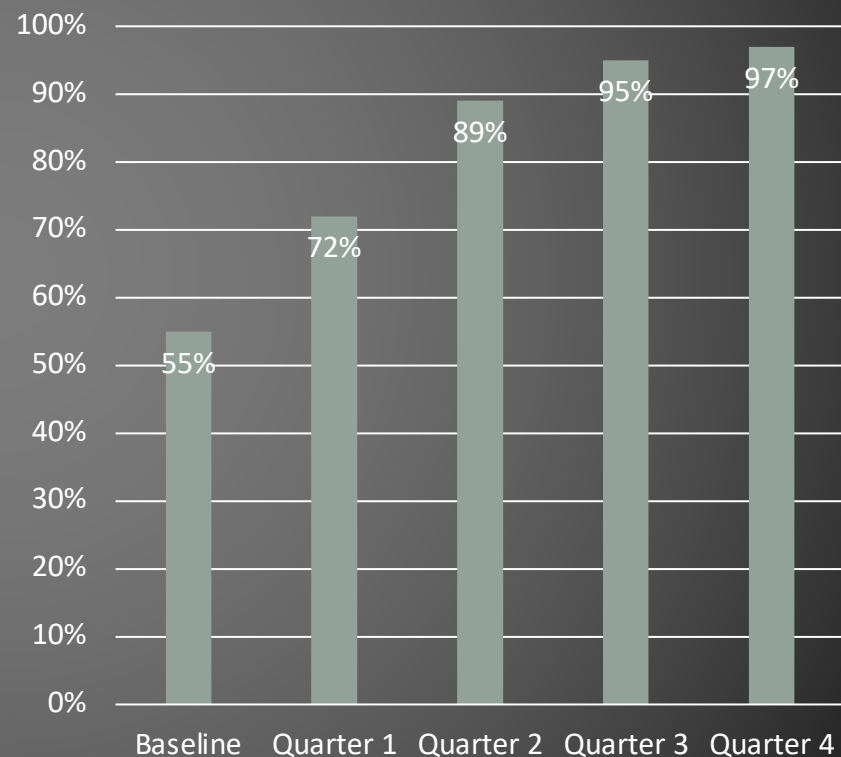
...to meet the expectations?

# Relevant Information: Managers

## PM Compliance



## Rounds Completed



# Motivation

$$\checkmark \text{D} \times \checkmark \text{C} \times \checkmark \text{O} \times \text{M} = \text{B}$$

Direction      Capability      Opportunity      Motivation      Behavior



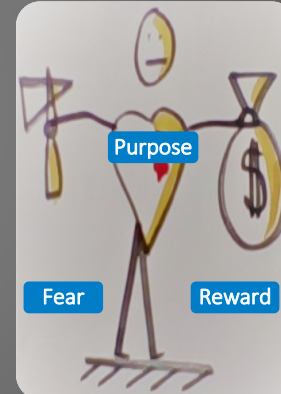
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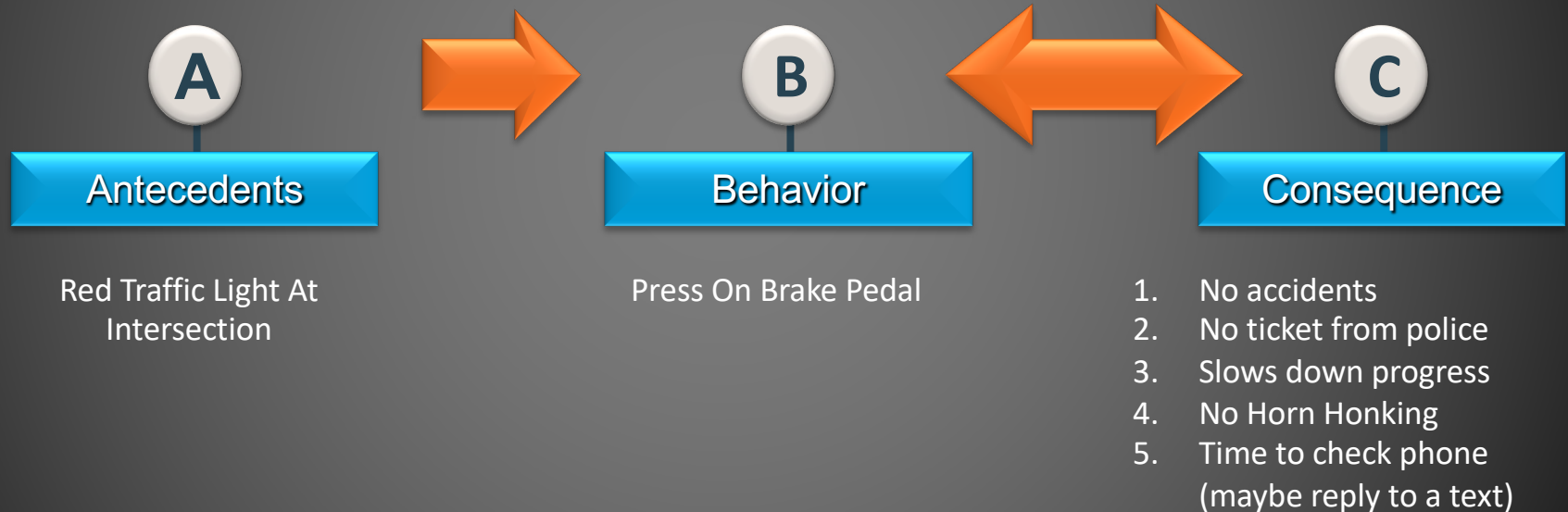


What are the incentives that promote or inhibit adoption



Source: CLG ®

# The Science Of Behavior



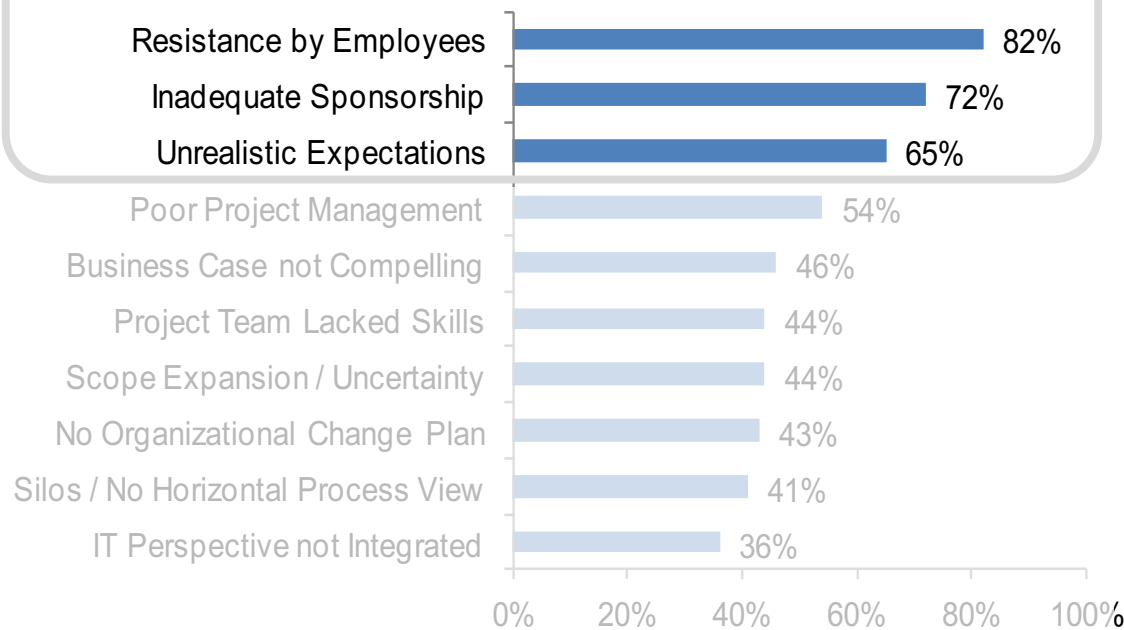
“A poorly managed program **can be overcome** by exceptional leaders...

...but an exceptionally managed program **cannot be overcome** by poor leaders”

~ SVP: Fortune 50 Manufacturing Company ~

# Change Leadership is Critical

75% of change initiatives do not meet expected ROI\*

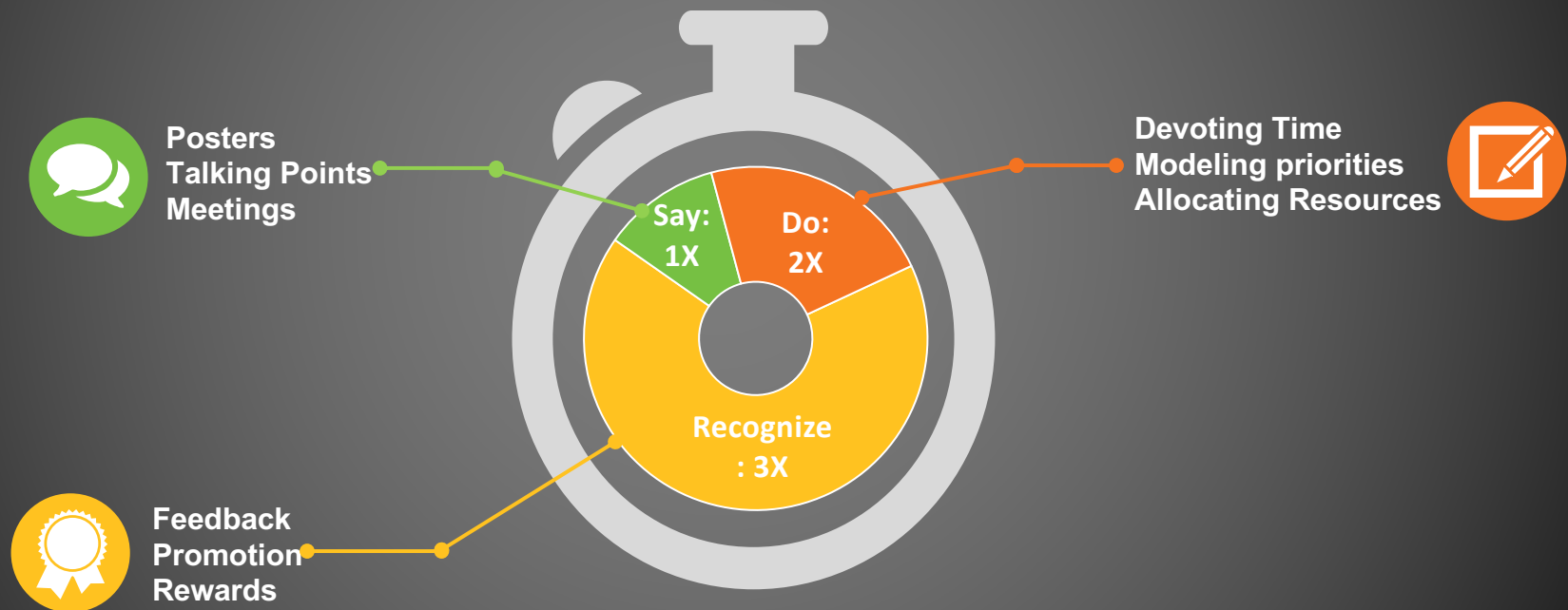


*Change Leadership* is the single most important factor in the speed and success of change initiatives.

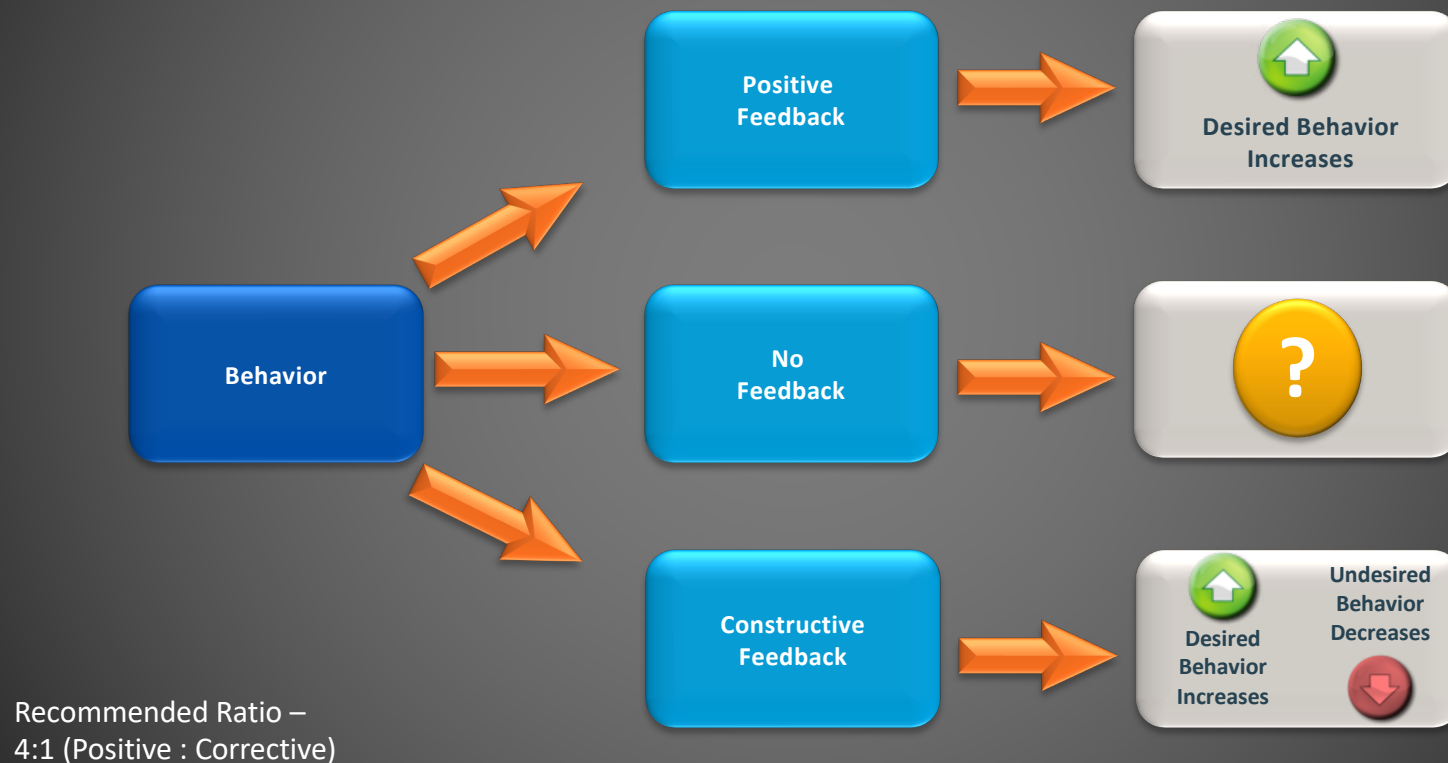


# Three Habits of Effective Sponsors

Leaders drive the speed of implementation!



# Reinforcing The Behavior – A Leaders Choice



# The Elements Are In Place

$$\checkmark \text{D} \times \checkmark \text{C} \times \checkmark \text{O} \times \checkmark \text{M} = \text{B}$$

Direction      Capability      Opportunity      Motivation      Behavior



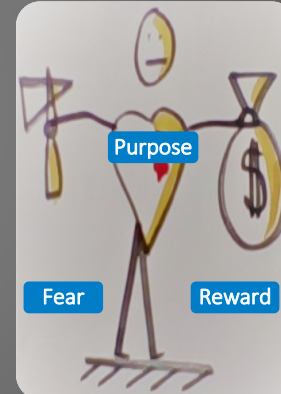
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Source: CLG ®

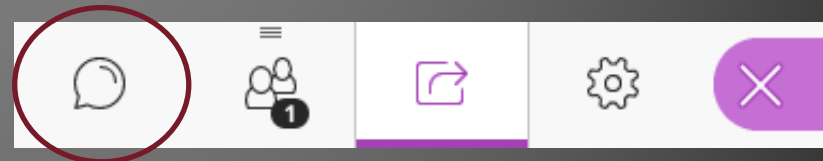
# A Change In Culture





## Question and Answer with Travis McNeal

Type your questions in the chat section.



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Presented by: Dr. Carrie Beam

# NEXT INFO SESSION:

Special Topic: Human Behavior Analysis

Special Guest: Jeff Bean

# THANKS FOR ATTENDING!

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- Registered participants will receive an email with the video link to this webinar.
- We hope to see you online next month!